



Annual Accountability Report for the Fiscal Year 2001-2002

July 23, 2002

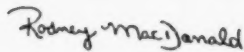
TABLE OF CONTENTS

Accountability Statement	3
Message from the Minister	4
Introduction	5
Commission Progress and Accomplishments	7
Financial Results	11
Outcome Measures	12
Appendices	18

ACCOUNTABILITY STATEMENT

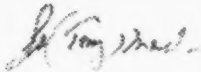
The Accountability Report of the Nova Scotia Sport and Recreation Commission for the year ended March 31, 2002 is prepared pursuant to the Provincial Financial Act and Government Policy and Guidelines. These authorities require the reporting of outcomes against the Sport and Recreation Commission's Business Plan information for the fiscal year 2001-02. The reporting of commission outcomes necessarily includes estimates, judgements and opinions by commission management.

We acknowledge that this Accountability Report is the responsibility of the commission Deputy Head and CEO. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the commission business plan for the year.



Rodney MacDonald

Minister



F.
CEO and Deputy Head

A. (Tony) Martin

MESSAGE FROM THE MINISTER

Sport and recreation are known as important contributors to health and well-being. At the same time, physical inactivity is linked to rising occurrences of preventable diseases, such as type 2 diabetes, coronary heart disease and some forms of cancer. National research claims Nova Scotians are among the least active in Canada. Based on this information, in 2001-2002 the Sport and Recreation Commission continued working towards the overall goal for the province of getting more Nova Scotians more physically active more often - and, in particular, our children and youth.

In 2001-2002, the commission collaborated with government and non-government agencies to develop a Physical Activity Strategy for Nova Scotia Children and Youth. The strategy, to be announced in fall 2002, provides an initial three-year blueprint for achieving a culture in which physically active lifestyles will be the norm for young Nova Scotians by 2010. Many of the recommended strategies for increasing participation in physical activities will focus around home, school and community.

However, in order to measure progress, the province needed to establish accurate research data on the physical activity levels of our children. As a result, during 2001-2002 leading edge research was conducted using an objective measuring device, the accelerometer, for the first time to measure physical activity levels and project to a population. The results, expected to be ready in fall 2002, will also provide benchmark data for future monitoring of physical activity levels.

During 2001-2002, two major regional facilities opened in which the commission provided funding and technical advice. The Mariner's Centre in Yarmouth, and St. F. X. Millennium Centre in Antigonish will contribute significantly to sport and recreation needs in the surrounding areas for many years to come.

Trail development also escalated rapidly in recent years, and by end of fiscal 2002, there were 245 trails listed on the public Nova Scotia Trails database at <http://www.trails.gov.ns.ca/>. Top quality information, including downloadable detailed maps and descriptions are available for five types of trails: shared-use, snowmobile, canoe, sea kayak and the Trans Canada Trail.

Volunteer organizations and municipalities have long been recognized as the foundation of the sport and recreation system. For this reason, the commission continues to support volunteer efforts in communities throughout Nova Scotia by maintaining direct contact with more than 400 organizations, and indirect contact with roughly 1,200 organizations each year.

The Commission provided resources and supports for a number of sport initiatives. Team Nova Scotia won the coveted Centennial Cup (most improved performance) our mission staff won the Claude Hardy Award for best mission contingent at the 2001 Canada Games in London.

Our elite athletes continued to be successful on national and international stage including World

Championship performances in curling and paddling. Halifax and Sydney were awarded the 2003 World Junior Hockey Championships.

The Commission and many Nova Scotian sport leaders were engaged in the process to develop a National Sport Policy.

It was through its continued partnering with other organizations and other branches of government that the commission again succeeded in optimizing available sport and recreation resources for the benefit of all Nova Scotians.

INTRODUCTION

The mission of the Sport and Recreation Commission is to enhance the quality of life of Nova Scotians through sport and recreation programs and services. Since inception in 1973 (then the Nova Scotia Department of Recreation), the commission has recognized that provincial, municipal and local organizations, largely comprising volunteers, are the foundation of the sport and recreation delivery system. Accordingly, the role of the commission is to support the development and growth of the sport and recreation community and its initiatives. As well, we believe there is a leadership role for the commission in response to trends and issues at the provincial level, such as physical activity levels, aging facilities and public policy in areas such as abandoned rail lines, community use of schools, volunteer protection and abuse and harassment in sport and recreation.

The commission's programs and services (core businesses) are organized in the business plan, based on four goals:

PARTICIPATION:

Increase participation in structured and unstructured opportunities for sport, recreation, fitness and play.

FACILITIES:

Increase availability and sustainability of physical infrastructure for sport and recreation.

LEADERSHIP:

Increase the availability and sustainability of individual leaders in sport and recreation.

COMMUNITY CAPACITY

Increase commitment and ability of communities and organizations to provide sport and recreation opportunities.

For the fiscal year 2001-02, commission priorities focused on specific issues in three of the four core business areas - participation, facilities and community capacity.

The commission played a lead role in the development of a provincial strategy on physical activity for children and youth. The commission also sponsored and was extensively involved with a major research study on the physical activity levels of children and youth - the first of its kind in Canada.

In the facilities core business area, the focus was on trail development, facility structural safety assessments, community use of schools, and of course, financial and staff support for recreation facility development through Capital and Planning Assistance programs.

Community capacity building continues to be the cornerstone of the Sport and Recreation Commission, and again this year, the commission provided staff and financial assistance to provincial, municipal and local organizations. For example, in 2001-02 commission staff facilitated a number

of strategic planning processes with provincial sport organizations and municipalities; the development and training of many volunteer organizations such as the Cape Chignecto Park Management Board, the creation and support of new partnerships such as PACY western and regional CAYACs (Children and Youth Action Committee) to promote healthy lifestyles; and the formation of new trail associations.

The commission consists of staff in the Halifax office with program responsibilities in key areas, including Outdoor Recreation, Facility Development, Physical Activity and Sport. There are also six regional representatives with offices located in Sydney (Inverness, Victoria, Richmond and Cape Breton Counties), Antigonish (Guysborough, Antigonish and Pictou Counties), Truro (Cumberland, Colchester Counties and the Municipality of East Hants), Bridgewater (Municipality of Chester, Lunenburg, Queens, Shelburne and Yarmouth Counties), Kentville (Municipality of West Hants, Kings, Annapolis and Digby Counties and the Municipality of the District of Clare) and Halifax (Halifax County). The role of regional staff is primarily developmental, in support of community initiatives/capacity, and their activities involve all four core business areas.

COMMISSION PROGRESS AND ACCOMPLISHMENTS

CORE BUSINESS AREA: PARTICIPATION

In keeping with the commission's goal to increase participation in structured and unstructured opportunities, the emphasis this year has been on activity levels of children and youth, and the primary strategy has been to encourage more organizations to become committed to promoting/providing opportunities for physical activity.

During the fiscal year, the commission took the lead role in developing a provincial strategy on Physical Activity for Children and Youth (PACY). In the interim period, approximately 30 local and regional pilot projects and two major provincial initiatives were supported in 2001-02 within existing funding levels.

Baseline data on inactivity levels of Nova Scotia children and youth is of critical importance. In 2001-02, the commission, with assistance from Department of Health, Department of Education and Health Canada sponsored a major study of physical activity levels involving approximately 1700 school children in grades three, seven and eleven. The results should be available for publication in the fall of 2002.

Also during 2001-02, in addition to the 30 PACY pilot projects, the commission also coordinated or supported:

- Six projects throughout the province to increase participation in sport and recreation by females (traditionally under-represented in relation to males)
- Projects in which 15 schools and 11 communities challenged each other to become more physically active
- Five different initiatives to promote physical activity and healthy lifestyles in a total of 27 schools throughout the province
- Fifteen western PACY projects, including staff support to local organizations
- Seven additional diverse projects to promote physical activity
- Nova Scotia Lifeguard Service: provided supervision at 19 selected beaches throughout Nova Scotia during July and August utilized by approximately 160,000 people

These 74 projects reflected diverse needs and interests as well as the creativity, ingenuity and resources of the respective communities. Examples include using schools for after school programs involving children and youth not typically involved with structured sport programs, programs to train high school students as physical activity leaders for younger children, and training volunteer leaders to lead physical activity programs for girls.

Provincial Sport development included a Nova Scotia team of 300+ athletes and officials at the 2001 Canada Games in London, Ontario. The province hosted 19 national sport championships and provided support to 30 elite athletes to attend national and international events.

CORE BUSINESS AREA: FACILITIES

In keeping with the commission's goal to increase availability and sustainability of physical infrastructure for sport and recreation, the emphasis (priority) this year has been on increasing access to school facilities for sport and recreation purposes, facility safety and trail development.

During the fiscal year, the commission participated on a committee with Department of Education and representatives of all eight school boards to develop a Provincial Policy on Community Use of Schools. Also, during the fiscal year, regional services were extensively involved in the development of nine Community Use of School agreements between school boards and the local municipality, as well as the developer in the case of P-3 schools.

The commission developed a program in partnership with the Dalhousie School of Architecture to assess the structural safety of major facilities. Eight structural safety audits were completed in 01-02.

The number and quality of trails has increased significantly in recent years. Commission staff play a key role in land acquisition (e.g., abandoned rail lines) and land use agreements, organizing and providing ongoing support to trail associations; volunteer training and trail development workshops; policy development; resource materials; funding; etc. The commission co-ordinates an ongoing trail mapping initiative, including a computerized format (<http://www.trails.gov.ns.ca/>) to provide information to prospective users.

Commission staff were also extensively involved with a series of other facility related projects which contributed to our facilities goal, including:

- **Bridge Audits:** The commission supported and/or was engaged in five trail bridge audits to determine their structural status.
- **Major Facility Development:** There are a number of major (in excess of \$1 million) recreation facility development projects in various stage throughout the province. Commission staff work closely with 11 sponsoring organizations in an advisory capacity to help ensure quality results based on documented needs and feasibility.
- **(Five) Life Cycle Planning projects:** The recreation and sport infrastructure is aging and studies have shown that facilities age at predictable rates. The commission provides support to organizations to engage professional consultants to carry out a physical "audit" of the facility and its component parts to determine its predicted life cycle status. Staff then assist the facility management to use the information to develop a capital development plan.
- **Facility Inventories:** Commission staff co-ordinated the development of an inventory of recreational facilities in two regions.
- **Risk Management:** Provided funding to the Recreation Facility Association of Nova Scotia to deliver a series of risk management workshops throughout the province.
- **Workshops/Conferences:** The Commission sponsored or supported 11 facility-related training workshops/conferences (trails, playgrounds, community use of schools and arenas).

- *Ninety Recreation Facility Development Grants* totaling \$1,659,000 for projects with a total value of approximately \$10,300,000.
- *Twenty-six Facility Planning Assistance Grants* totaling \$99,556 to assist local projects to access professional consulting assistance.
- *Thirty-two Community Capital Recreation Grants* totaling \$95,646.

CORE BUSINESS AREA: COMMUNITY CAPACITY

In keeping with the Commission's goal to increase commitment and ability of communities and organizations to provide sport and recreation opportunities, the emphasis (priority) this year has been on providing consultation and support to organizations.

Our staff develop and maintain supportive relationships with provincial, municipal and local organizations in their role as catalysts, facilitators, coordinators, trainers, advisors and consultants. This community development approach has proven to be effective in developing local capacity and cost-effective in reducing dependency on government resources.

During the fiscal year 2001-02 the Commission:

- Provided funding and support to Recreation Nova Scotia to manage the Nova Scotia Volunteer Leadership Development Program/National Skills Program, a module-based development program for volunteer organizations (financial management, managing volunteers, managing successful meetings, etc.)
- Conducted or supported nine initiatives for training full- and part-time municipal staff
- Conducted or consulted on 15 municipal strategic planning initiatives
- Provided ongoing consultation to municipal and community organizations as documented in the 2001-02 regional services work plans and annual report (e.g., development of new organizations, co-ordination of partnerships, consultation to municipal councils, assisted with needs assessments, compilation of "best practices" in physical activity, etc.)
- Supported the Sport and Recreation Administration Centre which houses approximately 70 provincial sport and recreation organizations.
- Completed an assessment of 70 provincial sport and recreation organizations. Each organization submitted documentation of past performance in key result areas. A total of \$1,120,000.00 was allocated.

CORE BUSINESS AREA: LEADERSHIP DEVELOPMENT

In keeping with the commission's goal to increase the availability and sustainability of individual leaders in sport and recreation, the 01-02 fiscal year saw a continuation of a number of leadership development initiatives. Quality leadership is a key ingredient in successful and sustainable sport and recreation programs.

During the fiscal year 2001-02, the Commission:

- Co-ordinated the National Coaching Certification Program in Nova Scotia and sponsored theory courses involving 583 participants throughout the province
- Supported or sponsored approximately 41 volunteer training/leadership development workshops on a variety of topics ranging from governance of organizations to specific skills such as promoting physical activity
- Sponsored Nova Scotia Outdoor Leadership Development modules involving 57 leaders
- Provided financial support to Nova Scotia Fitness and Lifestyle Leaders Association who trained and certified 135 fitness leaders
- Supported and chaired the Atlantic National Sport Centre which supported elite athletes and coaches in Atlantic Canada
- Supported the Esteem Team which sent athletes into classrooms to provide motivational messages to several thousand students
- Supported and participated in two youth leadership development initiatives
- Supported and participated in a coaching conference
- Provided funding and staff support to Recreation Nova Scotia for the "High Five" (quality leadership) program, including six pilot sites
- Provided financial support to Sport Nova Scotia for the Sport Futures program to develop coaches

FINANCIAL RESULTS

Sport & Recreation Commission Budget to Actual Comparison by Core Business			
Core Business	Budget 2001-2002	Actual 2001-2002	Difference 2001-2002
	\$ Thousands	\$ Thousands	\$ Thousands
Administration and Support <i>SRC Management, Policy & Programs</i>	815.2	878.9	-63.7
Regional Services <i>Cape Breton, Central, Fundy, Highland, South Shore, Valley</i>	650.1	594.9	55.2
Sport <i>Provincial Organization Funding, Hosting, Elite Athletes, Coaching, Canada Games, Physical Activity Strategy, Sport Leadership, Research and Boxing Authority, Provincial Admin Centre, Recoveries from Lottery Commission</i>	2,264.7	2,170.7	94
Recreation <i>Community Development, Funding Provincial Organizations, Outdoor Recreation, Active Living</i>	941.0	1,189.4	-248.4
Recreation Facility Development	2,845.0	3,810.0	-965*
Total Expenditures	7,516.0	8,643.9	-1127.9

*Variance is due to Recreation Facility Development program grants: Completion of projects ahead of schedule and the fulfilment of Government's obligations during 2001-2002

OUTCOME MEASURES

It should be noted the outcomes/measures presented in this accountability report reflect some changes from the original business plan. In preparing the original plan, staff were instructed to limit the number of outcomes and measures to a corresponding limited number of priorities (three priorities identified in 01-02). This was consistent with traditional strategic planning approaches, but over time, there were concerns expressed that it did not reflect the broad scope of programs and services, focusing instead on only three particular (priority) areas. In the 02-03 business plan, departments and agencies were asked to identify outcomes/measures based on core business areas.

For the purpose of this Accountability Report, the 02-03 outcomes/measures have been used. They are believed to be more realistic in terms of accountability reporting, as the previous 01-02 outcomes were very broad-based and long-term. It is highly unlikely to have been able to achieve significant progress in a one year interval. In some cases, there was a perceived "disconnect" between the broad-based outcomes and the very specific measures. Nevertheless, these long-term outcomes will continue to serve as useful guideposts as we monitor our progress on an annual basis.

These changes also include measures which better reflect the commission's ability to track the necessary data, although this continues to be an ongoing challenge.

CORE BUSINESS AREA: PARTICIPATION

OUTCOME: Increase participation in structured and unstructured opportunities for sport, recreation, fitness and play.

Note: In the 01-02 business plan the original measures were:

- percentage of Nova Scotia c/y who meet the standard of 60 minutes per day (of moderate physical activity)*
- the number of c/y members of provincial sport and recreation organizations*
- this change reflects a strategy to focus on creating supportive partnerships with organizations which share a common commitment to improving physical activity levels (it is clear the commission cannot do this effectively by itself)*

MEASURE: **Number of community organizations that offer opportunities through SRC funding and resources**

What does this measure tell us? Where are we now? Where do we want to go/be in future?

Traditionally, many organizations have been involved with activities that promote physical activity and healthy lifestyles. However, they may not be committed to or mandated for the above outcome (e.g., a recreation agency may be mandated to

provide after school recreation programs; schools are mandated to provide a program of physical education as per curriculum). This measure is considered a first step toward encouraging organizations to become partners in our efforts to decrease physical inactivity in children and youth.

This measure was developed for the 2002-03 fiscal year and is a significant departure from the previous year. Baseline data is not readily available at this time. Tracking mechanisms will be implemented in 2002-03.

Note 1: The Sport and Recreation Commission has traditionally worked closely with provincial, municipal and community organizations that have always been recognized as the "backbone" of the sport and recreation delivery system. We estimate that SRC programs and services impact approximately 400-500 organizations (directly) each year. (That number would increase exponentially if indirect impact is considered.) However, to date, accountability requirements have not included this data.

Note 2: The original measure for this core business area included the percentage of Nova Scotian children and youth who meet the standard of 60 minutes of moderate activity per day. Baseline data is critically important. This measure will clearly tell us what percentage of youth are active enough for health benefits (60 minutes of moderate physical activity per day). In 2001-02, the commission sponsored a major study of physical activity levels involving approximately 1,700 school children in grade 3, 7 and 11. The results should be available for publication in the fall of 2002. Future targets will depend on research results.

CORE BUSINESS AREA: FACILITIES

OUTCOME: Increase the availability and sustainability of physical infrastructure for sport and recreation.

(This year the outcome was broadened to better reflect the scope of our facility-related activities, while three measures were chosen to reflect priorities within the Facilities Core Business Area.)

Note: In the 01-02 business plan, the original measures were:

- the percentage of school administrators who support community use principles
- the percentage of community user groups who rate their experience in accessing schools as satisfactory or very satisfactory

The reasons for the changes were:

- A. The original outcome was specifically limited to one area only and did not reflect the scope of commission activities and priorities in the facilities core business area
- B. The original measures required significant effort and resources to track the necessary longitudinal data

MEASURE: Percentage of arenas with Structural Safety Assessments

Recent events in Springhill, P.E.I. and elsewhere are a reminder that our aging recreation infrastructure in this province may not meet current structural safety standards. The SRC has developed a program with the cooperation of the Dalhousie School of Architecture to assess the structural condition of arenas throughout Nova Scotia over the next few years.

What does this measure tell us?

The number of arenas that are known to conform with structural safety guidelines.

Where are we now?

Eight out of 70 arenas have completed structural safety assessments.

Where would we like to go/be in the future?

20/70 assessments complete by 2004-05 (eventually 100% complete).

The relationship with the School of Architecture is ongoing. Students will be hired each summer to collect the necessary data.

MEASURE: Percentage of school boards with Community Use of School policies (consistent with provincial policy)

What does this measure tell us? Where are we now? Where do we want to go/be in the future?

School board policies are critical to encouraging and supporting community use of schools for sport and recreation purposes. At present, the availability of schools is significantly impacted by the attitudes of local school administrators and their interpretation of existing policies. A provincial policy is being developed by Department of Education to increase consistency throughout the province. A draft of the policy is complete and is awaiting the necessary approval. Until then, baseline data is not available. The future target will be 100% compliance.

Sport and Recreation Commission staff will continue to work with school boards, local school officials, municipalities and community groups to develop policies, joint use agreements and other forms of partnerships.

MEASURE: Number of trails on the SRC's database

What does this measure tell us?

Trail development has escalated sharply in recent years. It is important that the public has ready access to information about trail opportunities in Nova Scotia. This measure reflects the number of trails on the public data base to date.

Where are we now?

The data base contained 245 trails as of March 2002.

Where do we want to go/be in the future?

400 trails by 2005

The commission will continue to support the efforts of the Nova Scotia Trails Federation and volunteer trail associations in developing and maintaining trails. The commission will continue to fund the trail mapping project.

CORE BUSINESS AREA: LEADERSHIP DEVELOPMENT

OUTCOME: Increase the availability and sustainability of individual leaders in sport and recreation.

Note: In the 01-02 business plan, no specific outcomes/measures were set in this core business area as per the directive to base outcomes on goals and priorities.

MEASURE: **Number of new certified coaches**

What does this measure tell us?

The number of participants in the National Coaching Certification Program.
Relative annual participation rates.
Indicator of the quality of coaching.

Where are we now?

There were 583 participants in 01-02.

Where do we want to go/be in the future?

Sufficient certified coaches to meet demand. The commission is responsible for the theory portion of the NCCP.

MEASURE: Number of new certified fitness leaders

What does this measure tell us?

Indicator of the quality of fitness leadership.

Where are we now?

135 in 2001 - 2002

Where do we want to go/be in the future?

Increase annually at a rate of 10%.

MEASURE: Number of outdoor leaders who complete Nova Scotia Outdoor Leadership Development modules

What does this measure tell us?

Indicator of the quality of outdoor leaders available.

Where are we now?

Total of 57 participants in 01-02.

Where do we want to go/be in the future?

200 participants/year by 2005

The commission will continue to sponsor the NSOLD program in partnership with other organizations and agencies.

CORE BUSINESS AREA: COMMUNITY CAPACITY

OUTCOME: To strengthen the capacity of volunteer sport and recreation organizations in Nova Scotia (to be efficient, effective, relevant to their "community" and independent).

Note 1: In this case, the original 01-02 outcome has been retained as it is believed to better reflect the underlying focus of this core business area.

Note 2: In the 01-02 business plan, the original measure was number of participant hours spent in training or development. This change was made because:

- A. It was felt the original measure is not reflective of community capacity.*
- B. The new measure is more representative of the commission's role and activities.*

MEASURE: **Number of consultations provided**

What does this measure tell us? Where are we now? Where do we want to go/be in the future?

Capacity building is, and has always been, the central focus of commission strategies. Our staff develop and maintain supportive relationships with provincial, municipal and local organizations in their traditional role as catalysts, facilitators, coordinators, trainers, advisors and consultants. This approach is effective in developing "value added" local capacity and is cost-effective in reducing dependency on government resources. However, it should be noted that this measure is merely a quantitative indicator of the amount of contact with the community. It does not reflect the impact of our services and the importance of the investment in developing relationships/partnerships. Over time, we will develop more sophisticated tracking mechanisms to capture the more challenging "outcome" measures.

Our target for the future is to at least maintain current levels of consultation and remain true to our community development values.

APPENDICES

APPENDIX A Sport and Recreation Commission Community Development Values

**THE SPORT AND RECREATION COMMISSION IS COMMITTED TO THE
FOLLOWING COMMUNITY DEVELOPMENT VALUES:**

- ♦ **Citizen Centered** - focus on individuals as citizens and producers rather than clients or consumers
- ♦ **Respect for Local Values** - interventions by external agencies must acknowledge and respect local values
- ♦ **Democratic Process** - citizens participate in decision making/consensus building
- ♦ **Focus on Community Assets/Capacities** - sometimes involves developing assets/increasing capacity
- ♦ **Collaborative and Holistic Approach** - people and organizations work together for collective benefits and integration of interests without adverse effects
- ♦ **Common Vision/ Shared Interests** - increases commitment, builds trust and respect
- ♦ **Sustainability** - community has the capacity to maintain its level of responsibility
- ♦ **Inclusiveness** - opportunities for all, everyone has a chance to contribute
- ♦ **Recognition of Local Leadership** - self-reliance, self-responsibility
- ♦ **Local Control of Community Resources** - self-determination, bottom-up approach, local citizens make decisions about issues which impact their community
- ♦ **Healthy Communities** - physically, socially, collectively